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**MARKETING PROJECT FOR CHAN PHUONG
ENGINEERING**

Thesis

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ABSTRACT

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<p>The aim of this bachelor’s thesis was to build a marketing plan for VNCPE, which provides full-design service, project and construction management. The firm is located in Ho Chi Minh, Vietnam. It is a big business in this line, has been operating since 1993. After more than twenty years working without a marketing department, it needs to be developed by a five years business plan which is conducted in this thesis.</p> <p>The thesis is commissioned by VNCPE. This is a marketing project oriented thesis; the project outcome is the marketing plan. The subject is given by Mr. Le Duc Van Trinh-CEO and the author has carried out the project independently after 5 months of internship. The project is created for VNCPE for the year 2015-2020. The aims of this marketing project are to establish marketing department, making marketing plan for five years, opening operation to South East Asia.</p> <p>In order to complete the mission planned, the author began with research introduction, turning into briefly introduction of VNCPE. The marketing plans are drawn up by the theoretical framework theories and concepts of marketing and the actual plan will finish of this research.</p> <p>To ensure the future success of the company project the marketing plan ought to be followed and the recommend marketing actions should be implemented actively. The final decision has been left for company’s CEO to choose.</p>		
Key words Construction industry, VNCPE, marketing analysis, marketing plan, marketing strategies		

ABSTRACT

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1 INTRODUCTION

After the Vietnam Business law has been changed in 1992, this is the period within the Vietnamese market has been opened up to the world. In fact, more and more of investors from Europe and America came to Vietnam to build up their service. During this period, construction industry was one of the biggest business factors that increased. Understandably, foreigners want to establish their business and set up a factory in Vietnam because of cheap labor. Thanks to the opening up market, CEO Le Duc Van Trinh easily took this advantage to set up his own business with a group of expert engineers, catching the trend of construction. Unlike the other firms, VNCPE mostly focus on construction consultant services, total design services, project and construction management.

1.1 Research Objectives

Nowadays, as other business services, this market is becoming saturated with the competitors not only from the internal investors but also external investors. Mr. Le Duc Van Trinh graduated from Technical University in Vietnam and did his MBA in RMIT in Australia, however, he did not get any experience of marketing or sales. There is a fact that when doing construction business in Vietnam, it does not depend on how well your marketing is, it depends on how good relationships you have. In fact, 95% of VNCPE projects were conducted by reputation of their CEO. For that reason, VNCPE wants to create a five years marketing project to push the business go further. The stated problem here is that VNCPE does not have any Marketing department nor is there anybody having any experience on marketing. Hence, the author created this project, in cooperation with the experience work at VNCPE and help from CEO, and Marketing Project for VNCPE was established.

The element object of this research is to help VNCPE to make a preparation in order to build their marketing strategies. In this research, the author will go deeply into company operation, analyze problems that VNCPE are facing to. Besides, PESTEL and SWOT analysis will be used as a main tool in this project to have an overview about the market. Finally, with six

months experience worked for VNCPE, author will include the practical research and knowledge to make this project more realizable.

1.2 Research Problems

First of all, the author had to deal with many problems around the project that needed to be figured out. Some of the questions that need to be answered during project were;

- How to establish and manage marketing department for VNCPE?
- How to change the old way of doing Construction business?
- How to apply theoretical into practical?

By answering these questions, it was possible to get overall idea of the research to find out the right solution.

Secondly, VNCPE's projects and customers are mostly based on relationship of their CEO-Mr.Le Duc Van Trinh. However, VNCPE wants to change its strategy and they have a plan for entering into a new market. Vietnam's construction market is really complex and non-transparent and based on back door and black money. According to experience, even VNCPE has tender management department, which is mainly taking responsibility for winning the contract. However, it is not successful if they do not have a really good relationship with the investor or they have to go via the back door with black money to the investor, in order to ensure their winning.

Last but not least, according to the budget that their CEO give to author, the project should be very basic either it does not cost too much. A small budget is also a huge problem, because they just start their marketing plan and marketing department, it will surely cost amount of company budget. Thus, project ought to close with reality and low price.

1.3 Structure of the research

The research will start with a briefly information on VNCPE, starting from the history of the firm, turning into company activities, and organization. After that the author will go deeper into the company's targets, also get closer to the VNCPE plan and mention what is the main target for their marketing plan. For practical part, it is built on writer experience.

Secondly, report will be presented using a traditional way, where first the theoretical will be used to clearly define key marketing strategies utilized in marketing planning. SWOTS, Porter's five forces, PESTEL are tools in this research. Theory and practice go hand-in-hand, once the tools have been defined, the experience of the author will be used and showed how tools are applied into the research. Afterwards, SWOT, Porter's five forces and PESTEL of the firm will be presented.

Finally, a practical marketing plan for five years of VNCPE will be built, includes short-term plans and a long-term plan. Creating marketing department, recruiting marketer and some of other strategies which do not cost much is the main content of short-term plan. In contrast, the long-term plan includes a more complex plan, and needs a larger huge budget

1.4 Scope and Limits

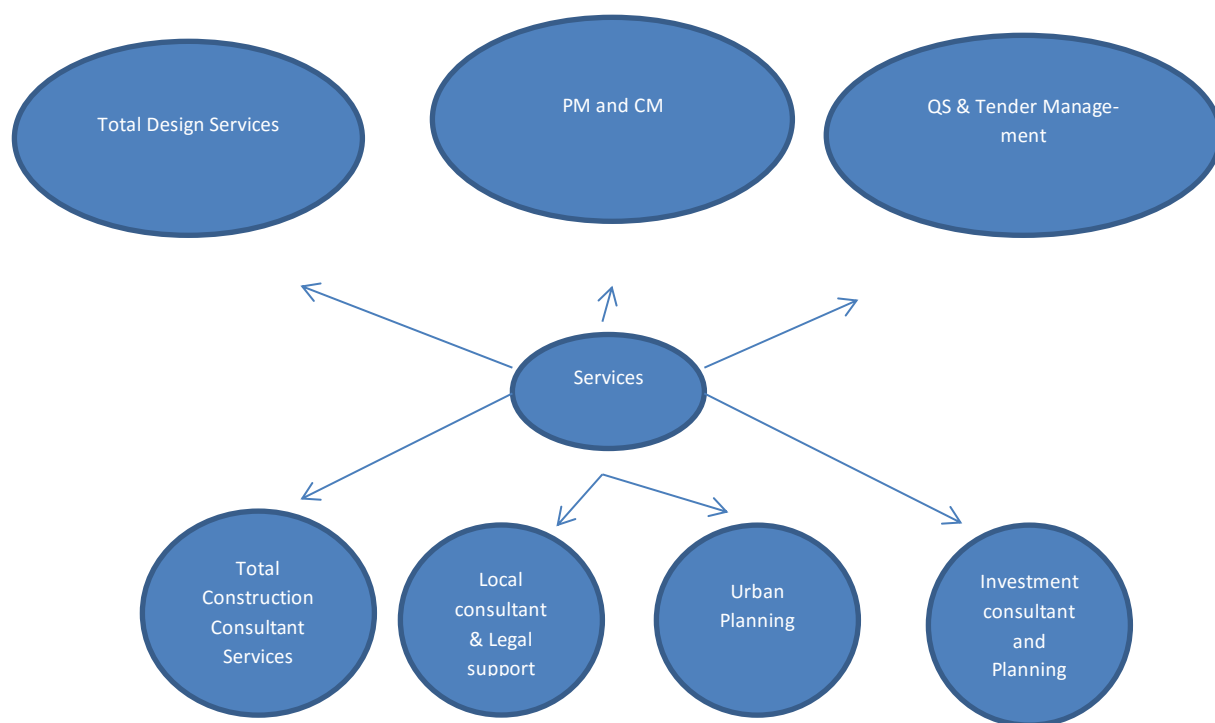
The scope of this project is establishing a marketing department for VNCPE, a five year marketing plan and a ten year marketing plan. Moreover, VNCPE is looking for new potential markets and customers' value, which will the project will support.

The limitation of the project is based on knowledge of the author and his experience. Only problems which he figured out with Mr. Le Duc Van Trinh – VNCPE CEO, will be mentioned. Some of the aspects may not be included.

2 PRESENTATION OF CASE COMPANY

Chan Phuong Engineering Vietnam (VNCPE) was established in 1993 by a group of expert engineers; founder-CEO is Mr. Le Duc Van Trinh- Bachelor and Master of Engineering-Ho Chi Minh University of Science and Technology, and his co-founder Mr. Marc Beney- Diploma of Technician on Automotive specialized on diesel engine from the CEPIA and Diploma of Mechanical Engineer from ETS. Regarding to depth of knowledge, passion and experiences, which are supported by an enthusiastic and energetic, CPE Vietnam has been created step-by-step to become successful today. After the year in 1992, the new rules for doing business between Vietnam and foreigners, Vietnam's market has been opened up to the world, and has welcomed more and more investors. As mentioned before, when these investors come to Vietnam, they were looking for a construction company as a first step. After that, they needed to find someone, or a company that can help investors to design a factory, supervising the building construction. By catching this opportunity VNCPE was established a year later.

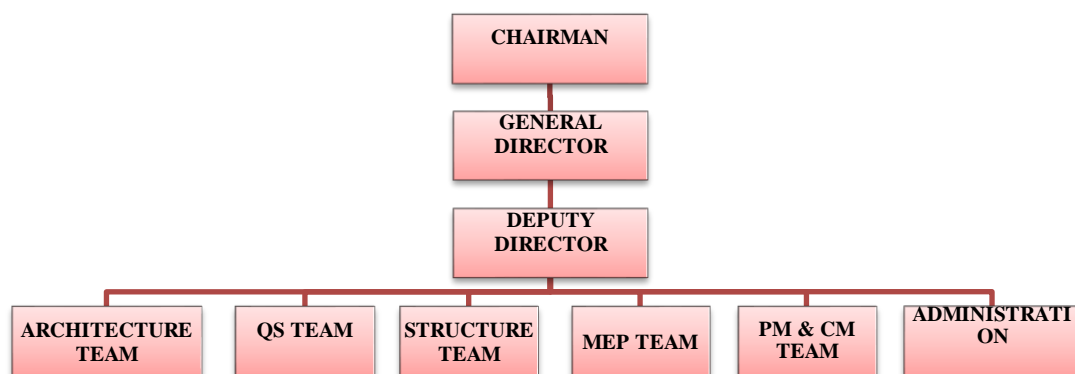
Services



GRAPH 1 : VNCPE Services

According to Graph 1, VNCEP has been working with many different kinds of services. However, total design services, project manager and construction manager, quantity surveying and tender management are the three main businesses sectors of the firm. These business sectors are the strongest parts of VNCPE. According to the company finance statement, these three sectors bring 70 % of incomes for them, while 20 % of incomes belong to total construction consultant services, and the last 10% is the incoming of local consultant and legal support, investment consultant and planning, urban planning.

Organization and Human resource



GRAPH 2: VNCEP ORGANIZATION CHART

CPE Vietnam has very simple organization structure; headed by CEO – Mr. Le Duc Van Trinh, and then there is one general director and deputy director in the Board management. Besides that, there are six departments, architecture team, quantity surveying team, structure team one and two, mechanic/electricity/plumping team one and two, project and construction manager team and administration team. In each department or team, there is one team leader to take control over the team, and report directly to the board of managers on every Monday morning. VNCPE is also a small and medium enterprise, which has around 150-200 employees.

Based on an interview between author and board of manager, vision, mission and core values are:

Vision

“Becoming a top consultant and design company in Vietnam, increasing prestige and a reputation to competitive with foreigner companies in internal markets in the next five year (2015-2020)”

Has been choose in the list of top 20 Construction and Design companies in Vietnam by BCI Asia, VNCPE set its new target to be at the top of consultant and design company in the next 5 years. In addition, entering into new market such as South East Asia is also including.

Mission

VNCPE ensure to bring the highest quality of consultant services to investors and communities. VNCPE also guarantees quality, safety, budget and schedule on every project that they are working on.

Core value

Transparency, commitment, respects and obedience is the four main core values that VNCPE has been set up. For transparency, the firm ensures that they will have transparency in every activity, including management, cooperation and transaction. The company also commits to bring the highest quality of service and satisfaction to customers and investors. Respecting cooperation, partners, their company both colleague and themselves is a key point of respect. The firm also commits to obey the Vietnamese laws, international business laws, rules of conduct, regulations and statutes of company.

Policy

“CPE ensures the success of our client’s investment by striving to provide cost-effective design and result-driven management”

“What sets us apart is our superior services and responsibility, using clear strategies to reduce risk, flexible cost-effective solutions that meet and exceed expectations. We use proven

partnering principles that emphasize communication and cooperation among all parties through teamwork, mutual respect, and commitment to common objectives.”

Company business activities

The operation of VNCPE nowadays is spreading over 60 cities in Vietnam, from the North to the South of Vietnam. Moreover, there are some projects in Myanmar, Cambodia, Laos and so on. In addition, there are more than 200 projects from small to grand that have completed gradually during the last 10 years.

For over 10 years working in this business sectors, the VNCPE brand has become more valuable. A figure from company research show that 80 % of construction companies in Vietnam know about VNCPE. The firm also gains a good relationship with generous loyalty customers. Some of the well-known brands such as Pepsi, Coca cola, Nestly, Unilever, Porsche, BMW, HSBC, Lotte Mart, they all believe in VNCPE and have been in a partnership with them for a long time.

On the other hand, VNCPE is working on typical projects: industrial projects, hospitality and resort, residential and complexity projects. In fact, they cover approximately 50 % of VNCPE’s profit come from industrial projects; about 20 % incomes from residential and complexity projects. Nonetheless, the goal in next five years reaches 50% of revenues from residential and complexity projects, 30 % will be from industrial projects.

Target markets

As mentioned before, Vietnam is the priority market and South East Asia is the potential market for VNCPE. Nevertheless, entering new markets is challenging. The new market need to be defined, market analysis performed, internal capabilities assessed, prioritized and selected markets developed market entry options. Especially when the market nowadays is saturated, they need to figure out a way to solve it. Thus, CEO – Le Duc Van Trinh decided he wants to open a market further in China, Japan and Indochina. He has a good relationship with investors in these countries. VNCPE now is starting to analyze these markets, then for the next 5 years, company could try to entering those markets.

Target customers are

- Private companies or customers.
- Foreigner investors.
- Foreign capital or investment from ODA.
- No investment from Vietnam government or money laundering.
- None of Vietnam government constructions.
- Non-profit organization and non-governmental organization.

3 THEORETICAL FRAMEWORK FOR MARKETING PLAN

What is marketing? There are a number of definitions to answer that question, and a reader can understand those definitions in his own way.

“Marketing is managing profitable customer relationships”

Attracting fresh customers by promising superior value or keeping and growing current customers by delivering satisfaction are the twofold goal of marketing. (Kotler, 2015, p26)

As reported by Keith Blois (2000, p.517), the American Marketing Association (1985) makes a conclusion of defining marketing as “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create and satisfy individual and organizational objectives” and UK's Chartered Institute of Marketing (1996) defines the marketing as “the management process of planning, anticipating and satisfying customer requirements profitably”. Marketing was defined: “the process of creating value for customers and build strong customer relationships in order to capture value from customers in return” (Kotler and Armstrong, 2007, 5)

Finding clever ways to arrange what you produce is not making you become marketer artist, it is the art of generating truly customer value. Customers have been better off by the art of marketing. The marketer's shibboleths are quality, service and value. (Kotler, 2003)

Communications such as advertising and e-mail, researching, targeting and public relations are parts of marketing. Marketing is to sell as bullet is to directing for a police-it ready to provide customers to receive a direct sales pitch. (Bianco, 2001)

The process of turning customers' needs into revenue is to make a firm profitably. (Mark Burgess, 2012)

Marketing is protecting the customer relationship of your firm/ your business, creating company name on the market, persuading customer that your company product/service is the best (Clayman, 2002).

Simply, adapting the needs and wants of your customer is marketing (Cohen, 2007).

The way you encourage people to buy your product is marketing. If it is a demanding, you need to have a clear strategy or idea, with objectives, strategy and tactics. Marketing is also a process that you help your customer to create their own unique value, build up the relationship between you and them. (Geller, 2002)

Nowadays, marketing can be understood in the sense of satisfying customer needs. Consumer needs can be understood by a marketer, that he can develop products to provide superior customer value, price and distributes. According to management guru Drucker, “The aim of marketing is to make selling unnecessary”. (Kotler & Armstrong, 2015, 27). To satisfy customer needs and build customer relationships, selling and advertising is a part of marketing mix-a set of marketing tools.

3.1 Marketing strategy and Marketing mix.

Marketing strategy

The company’s overall mission and objectives has been defined as strategic planning. The role of marketing summarizes the major activities involved in managing customer- driven marketing strategy and the marketing mix.



GRAPH 3 Managing Marketing Strategies and the Marketing Mix

As can be seen from Graph 3, the customer is in the center and show the main points are customer value and relationships. The main goals for a marketing strategy are the firm wishes of a firm create customer value and success in profitable relationships. The firm needs to choose the customers they will serve segmentation and targeting and how differentiation and positioning. First of all, it has to figure out the overall market, and then divide the market into a smaller segment. Eventually, the company will choose the most promising segments, and focus on serving and satisfying the customer in that segment.

A company uses marketing strategy to design an integrated marketing mix, made up of factors under its control product, price, place and promotion, the four Ps. To choose the best marketing strategy and marketing mix, the company enrolls in marketing analysis, planning, implementation and control. By these activities, the firm can observe and adapt to the factors and forces in the marketing environment. (Kotler & Armstrong, 2015, 73)

Customer-driven marketing strategy

As mentioned, for the success and win in competitive marketplace, the enterprise must focus on customer. They ought to win customers from competitors and then use customer relationship management to keep and increase them by giving greater value, to show the

customer the special value. However, before being successful in satisfy customers, a firm must understand and know the customer needs and wants by doing a careful customer analysis.

The fact is that no one can serve all consumers in a given market; at least not the customers can be treated in the same way, the more of customers the more of different kind of needs. Thus, the firm has to divide the market, find the best segment, and focus on that by designing a suitable strategy for serving the chosen segment profitably. This process involves market segmentation, market targeting, differentiation and positioning. (Kotler, 2015, 73)

Market segmentation

In a market, there are many types of customers, products and needs. The company marketer has to decide which segments offer the best chances. Customers can be grouped and served in several ways based on geographic, demographic, psychographic and behavioral factors. Market segmentation is the process of dividing a market into specific groups of buyers who have different needs, characteristics or even behaviors and people who may require separate products. (Kotler, 2015, p73)

Market targeting

After setting up market segments, a company can choose one or many of these segments to enter. Market targeting involves evaluating the attractiveness of each market segment, then selecting on or more. A firm should aim to specific segments in which they can profitably generate the greatest customer value longer. A small enterprise which has limited on resources or capital might choose only one or just a few special segments or market niches. Most companies will enter a new market with a single segment chosen, if this segment brings valuable profit, they will add more segments, for a safety strategy. (Kotler, 2015, 73)

Market differentiation and Positioning

Positioning is organizing a product to involve a clear, distinctive and desirable position related to competing products to target customers. An enterprise can offer great value for customers

either by charging lower a price than their competitors or offer more benefits to justify higher prices. However, if the firm guarantees greater value, it must then deliver that greater value. Effective positioning begins with differentiation, differentiating the company's market offering so that it gives consumers more value. (Kotler, 2015, 76)

Marketing mix

According Kotler (2015), a combination of many marketing tools that an enterprise uses to complete its marketing targets in the aimed market is called the marketing mix. Product, price, place and promotion were named by McCarthy as four Ps, these tools were classified by him also.

To influence sales, marketing mix has been used as a set of tools that marketer can use. According to Kotler, the tradition formulation is called 4Ps- Product, price, place and promotion.

Product = Configuration

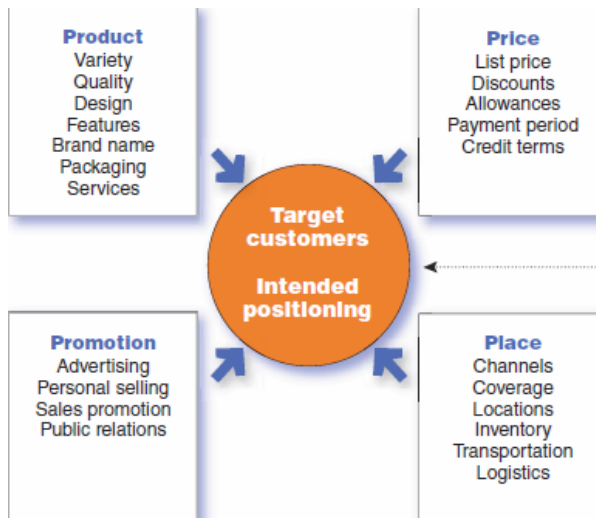
Price = Valuation

Place = Facilitation

Promotion = Symbolization

(Kotler, 2003, 109)

Experts formalized and developed the 4P's over years to ensure the creation and execution of a successful marketing strategy. By using of this tool, the endeavor is to satisfy both the consumers and the sellers. Once properly learnt and utilized, this mix has proven to be a main factor in a successful marketing.



Graph 4: The Four Ps of the Marketing Mix

Product:

It could be either tangible goods or intangible service which meets a specific customer need or demand. Products follow a logical product life cycle, and it is important for marketers to apprehend and make a plan for a number of stages and their unique challenges. The product and all its advanced features offer need to be understood and the unique selling proposition of the product need to be researched. In addition, the potential buyer of the product needs to be identified and understood.

Price:

Pricing also shares a key role in the marketing mix. Considering the importance of price is that where the rest of the elements of the marketing mix are costs generation, price is a source of income and profits. By using pricing, the firm considers the cost of production, distribution and promotion.

Promotion

The marketing communication strategies and the techniques are all found under the promotion heading. It may comprise advertising, sales promotions, special offers and public relations. Even though many channels are used it is mandatory for promotion to be suitable for the product, the price and the end user it is being marketed to. Understanding the difference between marketing and promotion is vital. Promotion is the communication aspect of the entire marketing function.

Place

The mission of place is how to distribute the product to the customer. Delivery is a key element of place. The strategic place will evaluate which channel suits a product. How a product is accessed by the end user also needs to compliment the rest of the product strategy.

The 6 steps developing the marketing mix

Step 1: The marketer ought to define what the product has to offer or its unique selling proposition.

Step 2: Understand the customer needs and wants.

Step 3: Understand the competitors.

Step 4: Manager needs to evaluate place options to know where the consumer is most likely to make a purchase.

Step 5: Base on the customer identified and the price points proven, the marketing communication strategy can you be developed.

Step 6: Review and check how all the elements identified and planned for relate to each other.

3.2 PESTLE analysis

PESTLE analysis is a special, simple, efficient tool used in a situation analysis to determine the vital external macro environment level forces that are able to affect the enterprise. These forces can bring both opportunities and threats for an organization.

“PESTEL model involves the collection and portrayal of information about external factors which have, or may have, an impact on business.” (Rothaermel, 2012, 56-61)

PESTLE stands for an example for each factor.

P – Political factors

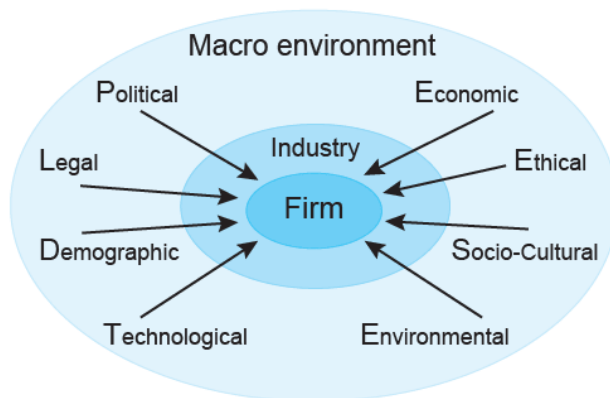
E – Economic factors

S – Social factors

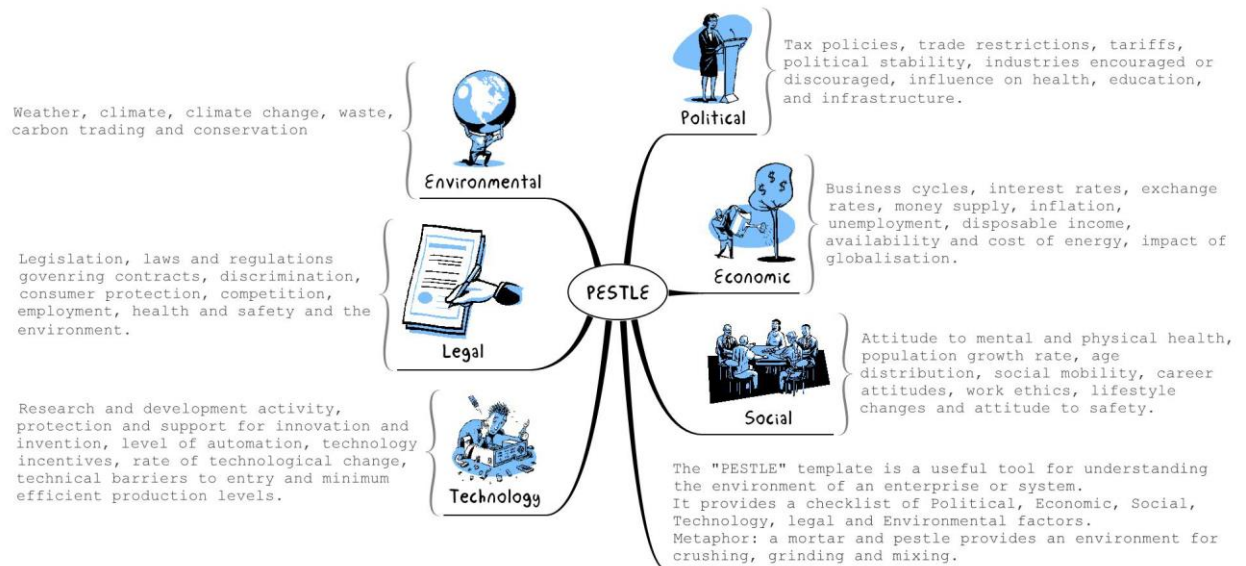
T – Technological factors

E – Environmental factors

L – Legal factors



GRAPH 5 Macro environment forces affecting a firm (PEST forces including legal, environmental, ethical and demographic forces)



GRAPH 6 PESTLE analysis chart

TABLE 1 PESTEL analysis example

PESTLE analysis template	
Political factors	Economic factors
<ul style="list-style-type: none"> - Government stability and likely changes. - Bureaucracy, tax policy, trade control. - Competition regulation - Copyright, patents/Intellectual property 	<ul style="list-style-type: none"> - Growth rates, inflation rate, interest rate - Unemployment trends, labor costs - Trade flows patterns, stock market trends - Monetary policies
Social factors	Technological factors
<ul style="list-style-type: none"> - Health consciousness, education levels - Attitudes toward imported goods and service - Lifestyle, buying habits - Sex/age distribution, social classes 	<ul style="list-style-type: none"> - Basic infrastructure level - Rate of technological change - Spending on research and development - Legislation regarding technology - Technology in your industry

Environmental factors	Legal
<ul style="list-style-type: none"> - Laws regulating environment pollution - Waste management - Attitudes toward “green” or ecological products - Attitudes toward and support for the renewable energy 	<ul style="list-style-type: none"> - Anti-trust law - Discrimination law - Consumer protection and e-commerce - Employment law - Data protection - Health and safety law

3.3 SWOT analysis

SWOT analysis is an abbreviation and stand for Strengths, Weaknesses, Opportunities and Threats which involves internal and external factors. A SWOT analysis can be used for the identification and analysis of the Strengths and Weaknesses of a project, company or institution, likewise Opportunities and Threats. (Schall, 2014, 2)

The reason for this tool is its internal scrutiny of the enterprise’s or organization’s capabilities, followed by environmental scanning to get information and identification of suitable opportunities and threats (Coman & Ronen, 2009, 5677).

SWOT analysis in its simplicity has become the most well-known and important analysis tool. It is easy to learn and does not take much time. The only thing that you need to know is the specific situation of the firm or organization. (Kotler, 1996, 106)

A smart management uses the SWOT model annually for operating a full analysis of the business. They analyze hidden possibility and launch suitable strategies or future environmental factors (Addams, & Allfred, 2013). For this, it will allow the development of a plan which takes into consideration many different internal and external factors. The main target of the SWOT analysis is the ultimate of the potential of strengths and opportunities, and in contrast eliminating the influence of the weaknesses and threats. (Schall, 2014, p2)

Purpose of the Method

SWOT has been developed as a simple and really effective tool, which is used to analyze the internal and external factors for a project or an organization, to build a framework for analyzing strengths, weaknesses, opportunities and threats. (Schall, 2014, p3)

Due to the SWOT method, weaknesses can be turned into strengths, and vice versa, opportunities can be taken advantage of and dangers can be eliminated. SWOT analysis also allows a combined summary of quantitative or qualitative information. It illustrates both notorious and lately acquired information. (Kotler & Amstrong, 1996)

A SWOT method is not the first or the last step in the strategic marketing planning project, but it is an important step that cannot be skipped it. It is based on understanding of the market trend, also internal resource. A SWOT requires brainstorming and strategic planning, by which an organization gains more value from its analysis if conducted with a specific objective. Moreover, SWOT helps to take advantage of new business opportunities, respond to the latest trends or implement new technology and deal with changes in your competitor's operation.

Building on strengths

Strengths are described as internal facilities that can involve of knowhow, motivation, technology and business skills. To exploit potentials and opportunities require internal strengths. Further, it could be a factor to avoid threats and prospective difficulties. (Schall & Frans, 2014, 5). Odd in the field of research, in conformity with universities, specific programs or offices or individuals are less interested in institutional characteristics of strengths. These factors would exist if massive programs or office were dismissed or if perfect individuals left the university. (University of Arkansas at Little Rock, 2006, 83)

The questions below are used to define the strengths within a project, firm or institution (Schall & Frans, 2014, p.5)

- What are the strongest parts of your business or organization?
- What significant points make customer choose you?
- What identifies your business or organization in the market?
- What are the main factors influencing your well-being?

Minimizing weaknesses

Weaknesses are tools to minimize bad affected to company, contributing to the competitive position of business activities. Moreover, it can also prevent the efficient exploitation of market opportunities. Weakness includes limited knowhow, defective skills and techniques, inaccurate basis of information concerning opportunities, differentiations between management, planning cultures and limited experiences. (Schall & Franz 2014, 5)

To clarify a definition of weaknesses, these questions below can be used (Schall & Franz 2014, 5)

- What are the points of your project, firm or institution that causes challenges?
- Which business sectors or problems are important to solve?
- What business sector is not performing well to full potential?
- What scopes of your project, organization or institution need improvement?

Seizing opportunities

Opportunities are an element of projects that a firms or institutions offer in fields with competitive advantage over the competitors. The marketer or manager who has responsibility must learn to exploit the offered factors to optimize opportunities and to some extent potentials, for the accomplishments and the enthusiasms of their business. The possibility to exploit these opportunities is based on the internal factors while they are external factors. Opportunities include such factors as external circumstances, which are either dependent on a

given opportunities or they can be frequently affected by the business. Trends, attitudes and approaches are also factors which influence opportunities. (Schall & Franz, 2014). Locations can be considered as an important opportunity for universities, firm or business. Some of the fields have been affected by the location can be government, medicine, health care, business, transportation and cultural organization. (University of Arkansas at Little Bock, 2006).

Questions below can help to figure out more details about opportunities (Schall & Franz 2014, p5)

- Which opportunities are available on the market? Which of opportunities can help the business take advantage of them now or in the future?
- Can an operation or a firm enter the new markets with existing products and services?
- What kind of new products and services does a firm use to develop or exploit the opportunities?
- What should you do to improve efficiency?

Counteracting threats

Threats are external factors that influence your business from a negative point of view or challenge posed by an unfavorable condition in the business environment. The following questions can help to define threats as external factors (Schall & Franz, 2014, 5)

- What actions can a business use to face threats?
- Have there been any vital adaptations in the industry to operate the business?
- Do you have any information of existing or new challengers in the market place?

3.4 Porter's five force

Porter's five forces model classifies five main competitive forces which affect in any market and all industries. Five forces decide how much competition will exist in a market, thereby the profitability and attractiveness of the market for a company. By corporate strategies, a firm will target to shape these forces to its advantage to strengthen the company's position in the industry.

For the reason of this model, the attractiveness of industry is the general profitability potential of the industry. A potential industry is the one where the combined power of the competitive efforts will develop a profitability potential. In contrast, where the collective impact of the force will decrease profitability potential is an unattractive industry.

Five forces have been termed as a micro environment by Porter, the impact how a firm serves its aimed market and if it is able to gain profit. With a change in one of the forces, a company may have to re-evaluate its environment and rearrange its business practices and strategies.

An interesting or potential market place does not mean that it will bring all the similar benefit and success for all companies joined, instead of, the unique selling, plans and operation will put one company over the other.

In each different industry, the effect of each force will make difference. Thus, it becomes compulsory to develop this model separately for different industry even if the same firm is working across different markets and industries.

The Five Forces That Shape Industry Competition



from "The Five Competitive Forces That Shape Strategy" by Michael E. Porter, *Harvard Business Review*, January 2008

GRAPH 7 Porter's five forces

Rivalry among existing competitors

One of the forces has been described by Porter as a main role is the degree of rivalry between existing organizations or businesses in the market. The market which has majority of competitors, the effect competitive pressure will mean that prices, profits and strategies will be driven by it.

For example, a company problem may have little or no power in its own industry, if a firm has to face with a diversity of quality products are offered in the market in direct competition with them. Consumers have their choice to simply move on to different products or services easily. In contrast, in case of none rivalry, the business is able to freely set the price and profit margins, without being dictated by what the customer finds attractive. Thus, competitive rivalry has strong power when:

- Same sized firms operate in the same market.
- When the companies have related strategies.
- Production has similar feature or offer a same benefit.
- Growth in the industry is low.
- High barriers to exit or low barriers to entry.

Threat of new Entrants

Existing players in the market and potential new entrants into the market place are both the competitive threat that may harm a company's business. If an industry gain profit, or is attractive in a long term strategic manner, it will later be attractive to the new enterprise. Without the barriers a new business may easily enter the market and change the dynamic of the industry. The barriers to enter a new market are the particular dynamics of an industry that restrict into it. The most interesting script for a new firm is when a potential market has low barriers to get out, but with high barrier to come in. The profit and economy of any industry will decide the level of difficulty faced when trying to join this market.

Barriers for the new entrants high when:

- Patents and proprietary knowledge.

- Enter to specialized technology or infrastructure.
- Economies of scale or government driven obstacles.
- High primary investment needed
- High of switching cost for customers, loyal clients.
- Difficulty in accessing raw material and distribution channels.

Threat of Substitutes

From the framework described by Porter, alternative products are those that appear in another industry, but it could be used to fulfill the needs. The more alternative old products, the bigger the company's competitive environment and the smaller the potential for profit. A big threat of alternative products will affect a firm's ability to set prices. If alternative products are priced lower or fulfill a need better it will end up attracting customers and decrease sales for existing companies. For the threat of substitutes, the buyers can easily get substitute products which low prices or better quality, or when buyers can change from this service or product to another with a lower cost. Threat of substitutes is coming from the effect of prices in an industry, and become a vital factor to consider for a company.

Bargaining power of suppliers

Suppliers is the one who deliver the raw material need to produce a good or service. For this reason, it is usually need a sustainable strong relationship with the suppliers. In different of industry dynamics, suppliers can be in the position to dictate term, set prices and decide availability schedule. The cost can be increased by strong suppliers without affecting their sales figure or reduce number of what they sell. Bargaining power of suppliers high when:

- In the market where has amount of buyers but few of suppliers
- Supplier are large and threaten to forward integrate
- Few of extra resource are available
- Supplier has various of resources
- High cost of switch materials.

Bargaining power of buyer

Buyers have the ability to get a lower price or a higher product quality from industry producers when they have a strong bargaining power. Lower price makes lowers profit for manufacturer, whereas high quality of product makes high production costs and in both cases lead to lower profits for manufacturer. Buyers have strong power when:

- A big buyer with a number of quantities
- Just few of buyers exist
- The change cost to other suppliers is low
- Threaten to backward integrate
- A huge amount of substitutes

Steps to work on five forces analysis:

1. Collect information on each force

For the first step, organization should collect information on their industry using five forces as an instruction for classifying this information

2. Examine results and display in chart

After collecting information, a team turns to analyze how each of the figured factors affect the industry. Different industries will have different factors affecting.

3. Draw up strategy based on conclusions

The analysis can be changed into specific strategies for company now.

4. PRACTICAL MARKETING STRATEGIES.

After taking consideration, the author decides to start practical marketing strategies for VNCPE by using all the tools were mentioned above such as SWOT analysis, PESTEL analysis, 4Ps and Porter's five forces. After all, the project will continue with five years plan and ten years plan for VNCPE according to the author's experience.

TABLE 2: VNCPE SWOT analysis

P – Political	E – Economic	S – Social
<ul style="list-style-type: none"> -Problem relating to documents, permits and licenses. -Internal and external market trade. -Government strategies and laws for public and private projects. 	<ul style="list-style-type: none"> -Fluctuation of input price -Internal and external market trend -Market demand -Inflation -Changing of internal and external economic -Future growth -The impact of the economy on future project -Moving factory to cheap labor. -ODA and other Funding capital. 	<ul style="list-style-type: none"> -Team-working environment -Social network -Population growth rate -Change in people living in house into apartment
T – Technology	L – Legal	E – Environmental
<ul style="list-style-type: none"> -New construction technology -New control system 	<ul style="list-style-type: none"> -Employment law -Intellectual property rights 	<ul style="list-style-type: none"> -Environmental standards. -Environmental certificates -Environmental constructions

Political

The political aspect is always the main factor that will effect directly on VNCPE. In fact, they not only offer design and consultant mission, but they also do care about the total package. For this reason, before they design any project such as complex building, or a factory; VNCPE need to make a plan, construction drawings and they need to ask for documents, permits and licenses. The registers for construction licenses are never simple. In fact, it requests a period of

time and takes several steps to finish. Frequently, some projects have been stopped because of delay of these permissions. In addition, documents concerning to fire safety systems also include one of the hardest challenges to VNCPE has to solve.

In contrast, nowadays, the Government has some special policies to attract investors not only from external markets but also internal markets. Government has activated various packages of stimulation of construction, after a long period of the silence of Vietnam's real estate market. According to these packages, the Government will support people to borrow money to buy cheap apartments, and thereby generating good conditions for construction companies to build cheap apartments. In the next ten years, Vietnam construction industry will become active.

Economy

The economic factor is the second main aspect that will change the company future. The business will be affected by the country's economy which is a vital factor for construction industry. The changing of economy has a direct impact on both investors and customers. For example, if the country economy decrease, all the projects of the factory and residential could be shut down, customers will not have money to spend on real estate market, which will make investors slow in their projects and cash flow.

Changing in demand is one of main reason in economy factors, which makes change in disposable income of potential buyers and inflation. Moreover, with the available housing loans from government, tax exemption on loans, the demand for houses is rising.

Vietnam's real estate market is growing after 3 years stagnant. Consumers are looking for high standard and luxury apartments to buy either for investing or living. For this reason, investors now get back their capital back and are paid for their projects and planning new for the future.

More and more companies have chosen Vietnam as a place to plan their factory here for example Nokia, Samsung, etc. The reason is that Vietnam has cheap labour force with high skills and always ready to work. Hence, many factory projects have been started during the last few months and a couple of projects are negotiated. This has a huge potential effect on construction industry.

Social:

The most important aspect that will affect construction industry by the social factor is changes in the birth/divorce rates. Generally, Vietnam's population is growing fast, and the number of young and adult stand for 80 % of the population. Thus, the explosion of population will start in the next ten years; the demand of housing will be the first priority that construction industry needs to take into consideration.

Besides, the developing of social network is also an element to push these projects. Understandably, when social network is developing, the request of people is also growing and they have the right to enjoy their successful life, they are willing to pay more money for their living condition.

Finally, the way of changing from living in a private house into an apartment is an essential factor. People are sick of living in small, noisy and not private house. In fact, they are changing their minds, deciding to get an apartment for their own, stay far from the noise of streets and cars, they can also enjoy the safety when they living in an apartment. The changing of society also affects the human thinking, and change the life of living, and then it is instantly result to construction companies.

Technology

According to the developing technology nowadays, a number of modern equipment supporting to build residential or factories are appeared. In the near future, robot or technical equipment will replace human in construction. For this reason, firms can use robot with high technology instead of majority of labour forces.

Moreover, a developing of technology helps running databases, research and even management systems of firms related to construction. In addition, there are more tools or application that helps designers to finish their job quicker, with the accurate details. Hence, they can do more projects during shorter time. For the manager, they can easily manage their project process; they have ability to double check every project to get a perfect result.

Laws

An intellectual property right is always the aggressive conversation in Vietnam, where the intellectual property right is not respected. Hence, designers always worry that their project will be stolen. Luckily, the Government does now care about this problem, and they make some changes, such as higher punishment or penalty to people who make fraud.

In general, the changing of laws is the very first step that gives a hand to construction industry for growth. For example, the human rights and employment laws are more taken into consideration, which mean, labour will be protected by the control of the Government. Workers do not have to work in bad condition with very low salaries, they will work with due heart for their project and the project will get the best possible condition. Customers benefit from this change.

E – Environment:

According to the author's research, construction businesses now focus more on environment projects; they are all running for three main factors, environment certificates, environment standards and environment projects. Environment certificates and standards shows to customer or investors that VNCPE do care about the environment. VNCPE brings to customers also the benefit for the environment; they show that the project is environmental friendly. VNCPE is committed to use environmental friendly equipment, avoid pollution by the highest and the strictest standards for every project.

VNCPE promises that it will bring environmental friendly projects to the customers. They apply high technology to reduce and affect on environment. For instant, with residential projects, VNPE uses green technology, with anti-greenhouse effect .VNCPE tries to design an apartment which can save electricity by maximizing the use of solar power. VNCPE plans more trees in the apartment area; they try to establish the most modern technology in waste disposal in factory projects. There have been plenty of complaints about garbage disposal in many factories, but none from VNCEP has been recorded so far.

Table 3: VNCPE SWOT analysis

SWOT	
STRENGTH	WEAKNESS
<ul style="list-style-type: none"> - Growing of International and National projects. - Understanding about internal market. - Young factors, fast and efficient - Have many services, able to manage a whole project. - Projects appear from North to South of Vietnam. 	<ul style="list-style-type: none"> - Not enough human resource to handle many huge projects at the same time. - Recruit on our own. - No marketing department. - No administration department. - Harshly competitive market. - Depend on social network of the company.
OPPORTUNITIES	TREATS
<ul style="list-style-type: none"> - Projects from foreigner investment are growing. - Vietnam is developing, more and more projects are invested in Vietnam. - Construction never becomes old fashion. 	<ul style="list-style-type: none"> - More and more competitors - Experienced competitors, with well-known brand.

Strength

The growth of international and national projects is the main strength that needs to be considered. From the results of the research, construction industry will have a sustainable growth in the next 20 years, and increase slightly by 5% every year, which means VNCPE has an opportunity to survive and develop in far future. Understanding the Vietnamese market, VNCPE can confirm a positive position in the market. The advantage of understanding clearly the internal market can help VNCPE to beat international competitors. Vietnam is still a very complex market that not many of foreigners want to join, because of the complex of rules and laws. Foreigner companies always need some Vietnamese company to represent them on paper. The young and passionate team is a big advantage. The age of VNCPE's employees is approximate 24-35 years. They fulfill mission with passion and enthusiasm. Hence, all tasks can be solved in a very fast and efficient way. Having many services in a business is also a vital benefit. VNCPE has some service packages which can help customers from A to Z without looking for anymore partners or companies to help. VNCPE offers full design of service or full construction or project manager. At the beginning, VNCPE commits to bring the best benefit to all customers, complete them the fastest, safest way and be the most realizable project. Last but not least, the projects spread from the North to the South of

Vietnam. For this reason, VNCPE understands clearly their geographic area. VNCPE has been done hundreds of projects, from very small to projects around 20-40 million dollars. Experience is the most important has helped them to manage so far. Thanks to deep history and thick experience, VNCPE can proudly that they do and solve any project.

Weakness:

VNCPE has some problems with human resources, because of lacking employees. VNCPE recruits very carefully its employees, based on work experience and records. However, this lead to the fact that VNCPE lacks of human resources for handling many big projects simultaneously. At the moment, the firm can handle two huge projects over 20 million dollars project and totally five small projects under 20 million dollars at the same time. To solve this, the company is trying to recruit more skilled employees. VNCPE also recruits engineers on its own, and not during any head hunter company, in order to ensure the quality of the employees. The biggest weakness that VNCPE is facing is lack of marketing department. As mention before, construction industry depends a lot on the relationship between two company owners. For the investor, they always whisper to the other investor the company that they trust, and suggest to be the owner. However, it cannot be denied the disadvantage of having no marketing department. In the long term the company will never able to get far in the business and cannot look for foreigner investors. That is why VNCPE needs to change first, as a priority mission. Finally, construction industry is a harshly competitive market, especially in Vietnam. It can be considered as mafia business, because it is based on black money and back door strategies. For the transparency of the business, it needs more change to become less influenced by mafia, with the help from Government.

Opportunities

As mentioned before, there are three big opportunities for VNCPE, such as projects with foreigner investment are growing, Vietnam is a developing country which makes Vietnam is an attractive market, and construction never becomes an old fashion business. According to research, from 1992 when Vietnam decided to change the rules and laws, 75 % of projects have been invested by foreign cooperation in the last decade. That is a significant number, which shows that Vietnam is a potential for industrial markets. Vietnam's Government tries to

do the best to open up our country to the rest of the world, and call for investments. Vietnam has also received the Official Development Assistance, which is one of the biggest funding to help developing countries. Vietnam has also received FDI Foreign Direct Investment and FII Foreign Institutional Investor. These investments are the biggest opportunities that every company wants to optimize the chance during this period.

Treats:

Analysis threats are the last step in a SWOT analysis. Vietnamese construction industry is getting harsh because of more competitors. They are all experienced competitors, with well-known brand names. They have huge capitals, bigger resources, and even more modern technology than any Vietnamese company. Whenever external investors come, it will be a big threat for all entrepreneurs in Vietnam. This industry has to build upon on national economy a lot. Whenever Vietnam economy is improving, consumers are willing to put their money in investment, and investors are also willing to open up more projects. Vice versa, when economic crisis occurs, there is a huge impact on the whole market. That is why, VNCPE is trying not to play on internal market but they are trying to enter into new market placements.

Marketing mix: 4Ps

Product (Service in this case)

VNCPE is having three main business areas: Total design services (30 %), Project management and Construction management (20 %), Quantity Surveyors management and Tender management (20 %). That does not mean the others smaller business factors are forgotten such as: Total construction consultant services (10 %), Local consultant & Legal support (5 %), Investment consultant, Financial service and Planning (10 %), Urban planning (5 %). In the near future, VNCPE will not change its business sectors, and keep on developing three main sectors. VNCPE will use three of these main business segments to enter a new market.

Typical projects for VNCPE are Industrial Projects (40 % revenue), Residential and complexity projects (35 %), Hospitality and resort projects (25 %). However, with the changing of the Vietnam economy, VNCPE will set a new target for all of these projects. In

the future, VNCPE will put more focus on Residential and complexity projects, which should take 40 % of all revenue, 30 % for Industrial projects, and the rest 30 % belong to hospitality and resort. The essential of need is change to real estate market, which will require more projects on residential, luxury apartment.

Price

At the moment, VNCPE does not have any strategies related to price, because in most of the projects price is based on number of missions that VNCPE need to do, what kind of the projects, and the missions in each project. VNCPE has a flexible price setting different projects, and depending on location. However, mostly they will take a competitive price, which is quite similar to their competitor. The only difference is that VNCPE ensures it will bring the best service with the best employees into any project, work 100 % of passion.

The company offers two ways of payment. Firstly, customers will pay half of the payment at the beginning and then pay the rest when the project is completed. However, VNCPE does not prefer this kind of payment as some of the payment will take really long even after project has been done. Secondly, VNCPE receives the money according to the process of the project. For instant, the project has been divided into ten steps, and the payment also cut into ten parts. With this way of payments, VNCPE can minimize the delay of payment from the investors.

Furthermore, the price from VNCPE is flexible. For example, some of the package, the price will include extra fee such as fee for VNCPE employee's accommodation, transportation fee and may include some dinner fee. For the project that investor can take care for our employees, the price of the contract will be down a lot. In contrast, some of the project that the investor will not handle for our employees, instead of takes care for them; they will pay more in the contract.

Place

At the moment, VNCPE has project in all financial center cities in Vietnam, and also some projects in Cambodia and Myanmar. VNCPE has only one office located in Ho Chi Minh City. In the near future, VNCPE plans to open widely to the North of Vietnam, by setting up another office in the Hanoi capital. The reason for open up this new office is that VNCPE can

control, move their employees to future projects in the North of Vietnam, and further, the firm can spread out to Laos, Cambodia or even to Thailand and China.

According to company research, the next potential market that VNCPE will aim at is Laos and Cambodia. They are both developing countries, but slower than Vietnam. In addition, they are close to Vietnam and have a similar culture as Vietnam; this will turn into an advantage for VNCPE. Moreover, in Laos and Cambodia, there is a potential real estate market, with young population pyramids and a baby boom. In the further future, VNCPE need to do more demographic analysis looking for other potential markets, maybe somewhere in Indonesia, Myanmar or Philippines.

Promotion

By using promotional strategies for old customer, the firm can attract the loyalty of its customer to continue using VNCPE services. The aim of promotion is managing a good customer relationship with the investors. This is the first time VNCPE will use a real professional marketing strategy for the company.

VNCPE decided to give a 5% discount to old customers who have already done with them at least two projects, and giving away another 5% to new customers, who are invited by VNCPE's old customers. The old customer who introduces their friend company to VNCPE, in the next project they will receive a discount of 10% from VNCPE.

According to Vietnamese tradition, close to some event holiday, or big holiday such as lunar New Year, Christmas, customers will receive some gifts from the company. This is just a small tradition in Vietnam, which is helping somehow in doing business nowadays. According to the tradition, the firm should give away gifts like that to all close customers including old and new one. However, VNCPE does not send gifts as black money, its uses gifts to show its respect to the company.

Porter's five forces

Once again, the author wants to use Porter's five force analysis, to inspect clearly the market. The five forces are:

- Rivalry among existing competitors
- Threat of new entrants
- Threat of substitute products
- Bargaining power of suppliers
- Bargaining power of buyers

However, for VNCPE, they only affect the three main forces: Rivalry among existing competitors, threat of new entrants and bargaining power of buyers. According to the research, the threat of substitute products and bargaining power of suppliers are not strongly effected in construction industry. For this business sectors, there are no have tangible products, the only thing VNCPE provides is its services, and these service cannot be replaced. The bargaining power of suppliers is not a problem that VNCPE need to worry about, because they supply the service to customers.

Taking rivalry among into consideration existing competitors, VNCPE can realize that there are a hundred of no name firms to well-known brands in this field, included majority name from foreign organizations. However, VNCPE is also a well-known brand firm in this field, according to author's research. The brand name is not the biggest challenge, but the market with lots of competitors will be threat to future business.

Threat of new entrants is the second dangerous force that needs to be considered. As mention before, Vietnam is a developing country, with a hundred of projects going on at the moment. Meanwhile, both foreign investors and competitors are coming to Vietnam looking for a new potential market. New external investors are understandable, but more competitors entering this harsh market will only make the game more challenge.

Last but not least, bargaining power of buyers is also strong force. In every kind of business, the last demand that needs to be figured out is how to sell to your customers. Customers take always a central point in every business strategies and are a final target. However, in a market where your customers have numerous choices, they become kings.

In conclusion, it is easy to realize that managing customer relationship is the core value for VNCPE. A suggestion from the author to VNCPE is that it needs to have a marketing department, with customer service to handle customer relationship.

4.1 Short-term plans

For this part, author will make an actual marketing plan, based on what he did during the time working in VNCPE and some future plan that has not been done yet. The plan is stick to the real strategy for the company. This short-term plan has been signed by CEO of the firm.

The start of the short-term plan was that VNCPE did not have any marketing department, even marketers or sales men. In addition, there is no clear marketing plan or strategy that relate to marketing. The only few things that the company has is some activities related to customer relationship from the administration department. Mostly, they do send gifts, and take care of the documents for customers.

The first step that VNCPE needs to do now is to recruit marketing employees, who have at least five years of experience. Moreover, to make everything go smoothly, they need to find someone who has experience in marketing, and at least basic knowledge of construction. According to experience from the author, without any basic knowledge of construction, it is really hard to work well in this company and do marketing. Even if you are an expert of marketing with 10 years' experience and nothing on construction, you will not able to do it properly. The author suggests that a marketing department should have at least two workers, so they can share their missions.

Secondly, after the set up marketing department, with two employees, the company should start creating their brand name. For this step, VNCPE needs to do hard work. VNCPE needs to start with creating a company portfolio, moving to changing the outlook of the company website, fixing the business cards of the company and information on the company. The author fixed and redesigned again the company profile, by adding more news, information. Then, the company mission, vision, and core value for VNCPE was figures out. The company history and company information was written. 80% of the information in the company profile has been changed, only the content of the projects has been kept. For rewriting the company

profile, a clear message to readers should be sent on how VNCPE strong, well, takes care of its customers. After changing the company portfolio, redesigns of VNCPE's websites have been done based on a model of a Finnish construction company layout. In the past, VNCPE website was full of waste information and lots of words that made readers confused. More pictures were taken into company website. By seeing these pictures, customers can evaluate the effect of VNCPE. By cutting useless information on the website, it is a more customer friendly website that does not confuse the readers. The website and company profile are two vital things that represent a company. Permission from CEO was received, to retake and update all pictures of employees and board of directors, so customers can see who they are talking with. The third thing that needs to be changed are the company business cards. Creating the company brand, by using social network such as Facebook, Tweeter, Linkedin, G+, Youtube is a good solution. The plan for these social network tools is a bit different, for Facebook and Tweeter, Linkedin, G+, is suggested to use these as advertising, uploading information about firms, and about ongoing projects. Especially for Facebook, the marketer should keep uploading the profile and information on construction, company information, project information, and need to buy some advertising boosts from Facebook. With Youtube channel, the company engineers should make some video clips, share experience or giving some knowledge online on construction, attracting Youtube viewers. The more viewers on Youtube, the easier your company brand becomes famous. The last tool or step that is uses SEO tools. SEO stands for Search engine optimization, by using SEM (Search engine marketing) and PPC (Pay per click) from Google Adwords. As known, Google is the biggest search machine. If marketer has deep knowledge of SEO will lead to success. In Vietnam, there are some newspapers which always have information on bright and successful companies, and these kinds of magazines are normally sold to most of successful entrepreneurs. A plan is already made and asked for the price of marketing in these newspapers. The next step for VNCPE is to ask some of their experts to share their stories and experiences, then write and send it to the newspaper office as a marketing post.

There are also some short and easy plans for short-term marketing, such as stick the name of the company on the firm's cars. In this way, the firm can attract new customers. The second way is a traditional way, but it is not preferred, spamming email to customers such as advertisement.

Finally, last step of short-term plan is making a long-term plan, planning strategies for the company, researching potential markets that the company wants to enter, drawing financial budget for the future marketing plans too. The plans mentioned above are plans that author the made it and which are not yet completed.

4.2 Long-term plans

Long-term plan will be divided into three parts; researching and entering the new external market, taking more internal market share, developing marketing department. These plans only occur in the next five years, because more time is needed as well as, more information to make it smoothly.

The start with researching and entering a new external market, marketing should start by making analysis and research on the new market. To be clear, South East Asia is the potential market for VNCPE and the place where they plan to enter. Marketing needs to make a SWOT analysis, analyze the marketing mix, Porter's five force and also PESTEL to estimate the share of a potential market. After researching the specific market, the marketing department should look more in detail at the competitors, and figure out how to beat them. There is a need to define the main market segment and customer segment. Looking for a customer in a new market is also challenging, but it definitely needs to be done. However, the process of researching a new market will take from year 6 to year 8 of this project, and then it may take another 6 months to get information on competitors, and another 6 months for finding new customers. These are estimated time for the project.

Turning into the second step, that is getting a bigger market share. According to the plan, it will be divided into two parts, one is the private factors from the company, and the other one is how the company effect the public. However, to be clear, for which of the steps, the final target has make the company name become more famous. Some of the plans that can be considered as support are scholarships and sponsoring some charity programs with company name, joining some marketing events, and even live news on television. Support for scholarship as a sponsoring means the company will find the school which creates good engineering students/ workers in the future, create some scholarship to ensure that after

graduate, these best student will join the company. The second advantage for this is that VNCPE can polish its name in the university area, and students will know about them. Next, the company should join some convention or an event relating to construction industry. There are a plenty of these conventions, where companies share their information and experience. However, they can become an advisor for such an event, or they just need to show everybody the project. On Vietnamese television programs, there are some of special programs, where you can share your experience or give some advice. Finally, joining some charity program is also a good way to get points from customers. VNCPE can cooperate with some construction company, to work on some hospital or school project which they can do for free, as a charity activities. By this way, the company will able to create a good impression on their partners. Developing a marketing department is a process. After five years, the company should start to recruit more employees as a first step and then the VNCPE board of director can be ready to draw a new plan for marketing department works on it.

In conclusion, all long-term plans are still on the papers, even if they have been discussed with the CEO, it stills a long-term plan and no one knows what will happen in the next few years.

5 CONCLUSION

VNCPE has been in construction industry over ten years and it is on top peak of its business at the moment, there is no signals decrease in growth. Nevertheless, to keep a business going smoothly requires more than strategies on paper. In terms of marketing strategies, the beginning of doing marketing is always the most difficult part. However, no one can deny the fact that the major benefits marketing strategies will bring your firm.

In order to make a good marketing project, there are many issues to be considered carefully as marketing is a wide term, which relates to many aspects. The author wanted to establish a brand new marketing plan for a firm which did not have a marketing department. That was most challenge to the author as it was something never done before. However, the reason for making this project was that the author wanted to challenge himself into a totally new area. For the owner of VNCPE – CEO Le Duc Van Trinh, he also wanted to start something new in his company and to get more customers by this project. The project has been done, but the project still needs to be considered by CEO Le Duc Van Trinh, and he will decide for the project. The author put his heart into the project and with enthusiasm for the company and the project. While doing this project, some pros and cons during the research were realized. The cons can be considered as an experience the author gained when he did an internship at VNCPE, with deep knowledge about firm, a close view to all problems that company had to face. Moreover, with the best help from CEO and board of directors of VNCPE, they supported author with the best information and conditions to do this project. Meanwhile, author cannot avoid from pros such as lack of business knowledge, lack of marketing experience, lack of practical experience and lack of time to work for VNCPE.

To start the project, author did many researches about theoretical frameworks for a marketing plan; find a definition of marketing, definite PESTEL, SWOT analysis and also Porter's five forces. After having an overview of the theory, the author used these analyses to analyze the real case for VNCPE. After all, from the analysis of VNCPE, marketing plan of VNCPE has been built. In the part of marketing mix, the 4Ps from Kotler to analyze information from company were used. For PESTEL analysis, a good view of all factors were received will effect

to VNCPE with the exact result. Due to a SWOT analysis, together with the CEO, Strengths, Weakness, Opportunities and Threats of VNCPE were revealed. From the result, a future solution for VNCPE was presented. With the help from Porter's five forces, was confirmed that VNCPE with this marketing project will explode in the construction industry soon.

Finally, there are still a number of matters that cannot be solved and not mentioned in this thesis. Considering the lack of knowledge of the author, all the best experience of this project is mentioned. All knowledge studied is applied into the project, and helped the author to review them.

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